

# ICPS newsletter

## Board of Directors discusses three-year development strategy for ICPS

*The International Centre for Policy Studies Board of Directors meeting took place on November 2, 2000*

Dr. Vira Nanivska, director of the International Centre for Policy Studies, presented a report on ICPS activities in 2000 to the ICPS Board members and guests. ICPS management also submitted reports to the Board of Directors on key areas of specialisation, i.e., (i) Economic Research; (ii) Fellowship Program and Technical Assistance; (iii) Public Participation in Policymaking; and (iv) Ukraine's European Choice. During the Board meeting, a draft strategic plan for the International Centre for Policy Studies for 2001–2003 was also discussed.

Discussions focused on future ICPS activities, assuming that the Open Society Institute will decrease its institutional financing. ICPS faces the following options: to continue active work in all areas of public policy, or to focus on several activities where the think tank has competitive advantages.

In the first case, ICPS will more effectively accomplish its mission—to introduce public policy idea and procedures throughout Ukraine. According to the ICPS Board members who are also Ukrainian state officials—Mr. Yuri Yekhanurov, first deputy prime minister of Ukraine, and Mr. Ihor Shumylo, deputy minister of economy of Ukraine—there is a great demand for projects aimed at increasing the government's institutional capacity for policy analysis and strategic planning. However, some meeting participants believed that the extensive variety jeopardises ICPS's financial stability because the number of clients—international donors and government—would be limited to order a sufficient amount of work in the sphere of public policy. As international technical assistance gradually diminishes, ICPS may find itself in dependence on the

government; therefore, the Centre will risk its reputation of independent research institute.

Another variant of ICPS development means concentrating on certain priority activities and commercialising activity. The Centre will direct more resources to business-oriented and international marketing of its products, particularly public policy research. Simultaneously, ICPS will assist the government in establishing a research tender system, and participate in these tenders without getting into financial dependence on the government. Mr. Stewart J. Paperin, executive vice-president of the Open Society Institute, emphasised that ICPS should more confidently enter the market of commercial contracts and protect its independent position implementing these contracts. Mr. Jaroslaw Kinach, advisor to the minister of economy of Ukraine, supported this point of view and added that the most important resource ICPS has is its unblemished reputation.

The Board of Directors agreed with the suggestion made by the ICPS director regarding institutionalisation of continuous strategic planning and strengthening the strategic role of the Board of Directors. In order to achieve this development objective, it was planned to create a number of committees under the ICPS Board of Directors, particularly an executive committee that would act on a permanent basis and supervise ICPS activity. Participants also expressed consent on the necessity to actively promote the adoption of a law on non-profit organisations; today, independent think tanks like ICPS do not exist in the eyes of Ukrainian legislation. ■

## ICPS's role in Ukraine's transformation process

*Resume of the report by Vira Nanivska, director of the International Centre for Policy Studies*

Today we can state that the program of the Open Society Institute and the International Renaissance Foundation, aimed at creating the International Centre for Policy Studies, has been fulfilled. ICPS is completing its fourth year of activity with the understanding that its work has moved to a new level of function. ICPS has gone through multiple transitions:

- from its initial declarations about the crucial role of public policy in democratic society to the promotion of its broad application in public practice;
- from episodic, isolated research to regular complex research;
- from the consumption of international technical assistance to the formulation of its effectiveness criteria and partner relations with donors;
- from occasional public seminars to systemic public activities, such as public discussion of *A Plan for the President* and Cabinet Programs;
- from the periodic dissemination of work results to the regular dissemination of publications, including electronic ones;
- from the accumulation of experience to sharing it;
- from the receipt of knowledge and self-education to training others.

It is these progressive steps which have laid the foundation for the realisation of new, critically important tasks:

- Firstly, in 2000 ICPS initiated a large project to create policy analysis and strategic planning groups in the Secretariat of the Cabinet of Ministers and Ministry of Economy of Ukraine.
- Secondly, ICPS is carrying out training in public policy for NGOs, both in Ukraine (through the "People's Voice" project) and abroad (training for NGOs in Kazakhstan).
- Thirdly, ICPS recently completed its first large research project commissioned by a business entity, which testifies to the recognition of the Centre as an independent policy analysis research organisation.

ICPS strives hard to maintain its leadership role in the transformational processes Ukraine is facing. We are convinced that introducing the principles and procedures of public policymaking in Ukraine is the cornerstone for developing democratic institutions, and for preventing the resurgence of totalitarianism.

Technical assistance is the most important resource for introducing public policy procedures. Lack of

experience and awareness of the importance of public policy procedures within Ukrainian society prevents them from emerging on their own. As well, technical assistance facilitates the transformation of post-totalitarian societies by sponsoring the huge costs involved. However, incorrectly organised technical assistance can actually hamper reforms. Providing recommendations without putting sufficient effort into creating the capacity to execute such recommendations will have only one result—preservation of the old system, with only a whitewash of "market" and "democratic" elements.

I am pleased to report on the success of technical assistance projects carried out by ICPS to date. Our approach is based on much more than sporadic training or consulting for individual officials—we aim to create the institutional capacity in the Ukrainian government to execute its functions properly and responsibly. ICPS designs and implements on-the-job training programmes for government policy analysts, with learning assignments

matching their job duties so that training can be applied directly by training fellows in their work.

The government's institutional capacity to develop policy is a necessary but not sufficient condition to establishing public policymaking in Ukraine. The insufficient level of public participation, and concomitant lack of control over policymaking processes, leave Ukrainian society open to corruption. That is why ICPS also focuses on helping NGOs to introduce mechanisms and procedures that promote public participation in the policymaking process.

We view the role of ICPS for the next 3–4 years as being a public policy resource centre, serving the Ukrainian government, NGOs, and other countries in the region.

Society's capacity for change entails each stratum being involved in the joint process of strategic planning and communication, down to the grass roots. Public policy think tanks such as ICPS are charged with initiating and maintaining these processes. ■

## Polish experience in reforms will encourage Ukraine's movement towards Europe

***Poland is on the path to the European Union, far ahead of Ukraine. Moving toward this direction, our neighbour experienced many difficulties; the government introduced fundamental changes affecting every sphere of social life. Ukraine could learn important lessons from the Polish transformation experience accumulated in the process of European integration.***

***The International Centre for Policy Studies, with the support of Freedom House, has launched a project titled "Ukraine's European Choice: Polish Experience in Administrative, Budget and Local Government and Educational Reforms in the Context of European Integration". The project will be realised in cooperation with Poland's Institute of Public Affairs***

The project aims to build the capacity of the Ukrainian Government to accelerate the implementation of administrative, budget and local government and educational reforms and to comply with European standards. This is to be accomplished using the experience of Polish experts, involving target groups in the discussion of current integration issues in Ukraine, and developing recommendations for their resolution.

The objectives of the project are the following:

- to establish a network between Ukrainian government officials and Polish experts;
- to assist Ukrainian state officials to use the experience of the Polish government in sectoral reforms during the development of relevant regulatory documents;
- to address Ukraine's movement

towards European integration by comparing it to Polish changes, showing Ukrainian government officials the pros and cons of reform results;

The project entails conducting a series of thematic seminars with the participation of Polish experts, on the following topics:

- administrative reform (November 2000);
- budget reform (January 2001);
- local government reform (March 2001);
- public participation in the process of European integration (May 2001).

It is planned that seminar participants from the Ukrainian side would be able to use the acquired knowledge and skills in their daily work. ■

*For invitations to the seminars, please contact Andrii Bega (e-mail: [abega@icps.kiev.ua](mailto:abega@icps.kiev.ua)), tel: (044) 463-5967.*

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The International Centre for Policy Studies is an independent non-profit research organisation with the objective of improving the Ukrainian policy development process. This is achieved by increasing the know-how of key government officials for policy choices, formulation, and debate, and the awareness of the public-at-large of the benefits of policy. Address: 8/5 Voloska Street, Kyiv 04070, Ukraine Phone (380-44) 462-4937/38/58 Fax (380-44) 463-5970 Web-site: <http://www.icps.kiev.ua>